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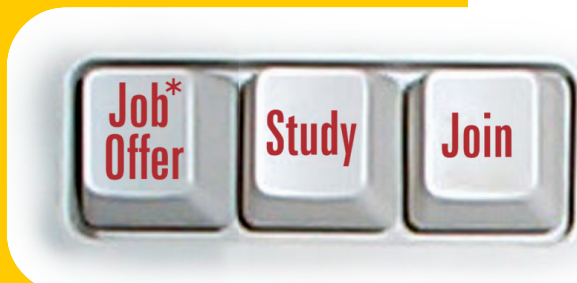
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JOJOE (Jointly Owned Job Oriented Education) Model - A new approach to Talent Chain Management



The fast pace of economic growth and spurt in manpower requirement has resulted in a wide gap between the talent available fresh from colleges and the skills required by corporates. This has resulted in rampant chasing and poaching of the limited trained talent by all the employers. Consequently, both finding and retaining entry-level talent is becoming more and more difficult and expensive.

The only way out of this predicament is for corporates to establish their own viable 'Talent Chain'. With this in mind, TMI First, a talent management company with a focus on providing more opportunities to fresh Graduates from small towns and rural areas, has developed the JOJOE Model.

What is JOJOE Model?

JOJOE Model is based on a very simple concept. Corporates and students will be the two major beneficiaries of the constant Talent Chain, hence both parties should step in to establish it - corporates by defining their requirements in specially designed Post graduate courses and pre-hiring students with a job guarantee, to pursue the courses. And students by investing their time and money in these courses which offer a ready-to-join opportunity on successful completion.

Thus, as against the traditional way of entry level talent sourcing model of **Education-Employ-Training/Induction-Billable Employee**, JOJOE Model recommends the reverse order of **Hire-Educate (at student's cost)-Employ**.

Components Of the JOJOE Model

Hire - Source Graduate students in groups from small towns/Tier II cities, implement a robust assessment process, give a guaranteed job offer on completion of the prescribed Post graduate course from select colleges.

Educate (at student's cost) - Select quality private educational institutions in key towns, jointly develop relevant course curriculum, negotiate subsidised course fee and arrange for educational loans. The sourced students with guaranteed job offers are required to complete the course at their own cost.

Employ - On successful completion of the course, the billable employee with required skill set/certification will be ready to join the corporate.

The all-round benefits of JOJOE Model

The JOJOE Model is a totally win-win situation for all three stakeholders - Corporates, Students and Educational Institutions.

Benefits to Corporates

1. With limited readily employable talent, employers chase the same talent pool, resulting in their having to pay absurdly high entry level compensation. With the JOJOE Model, talent from a wider catchment area can be assessed and sourced. This will help corporates to optimise the entry level compensation.
2. Hiring and training second-rung talent involves both time and money before a hire becomes a billable employee. The JOJOE Model passes on the training cost to the student. As the course curriculum is pre-designed to the company's/industry's requirement, the hire becomes a billable employee as soon as he/she joins. The induction process can also be included in the course and no time lag would be involved.

3. It is difficult to retain trained manpower once it becomes billable. They are either poached or leave for pursuing higher education. In both cases, training investment goes waste from the employer's point of view. The JOJOE Model encourages the candidate to invest in his/her education to suit the job, thereby reducing attrition rate. In case the student decides not to join the company on completion of course, there will be no loss to the employer as the course fee is paid for by the student and no salary is paid during the course.
4. A large number of quality students are compelled to join new 'non-pedigree' institutions which are mushrooming in small towns because of reservation policy. JOJOE Model makes it possible to reach out to this talent pool without increasing cost-per-hire (off-campus sourcing and training at candidate's cost makes it possible to cover a larger catchment area).
5. During the course, the company gets adequate opportunity to build a close relationship with the students, which helps in inculcating the right attitude in them.

Benefits to Students

1. Students who are forced to join 'non pedigree' institutions (because of reservation policy) where no companies come for campus hiring, are able to come in contact with reputed companies.
2. Since the JOJOE Model leads to Post graduate certification, the need for higher qualification is met.
3. The cost of higher education is subsidised, thus making it more affordable. Ease of educational loans further reduces the liability involved in higher education.
4. With a job offer in hand, the uncertainty of finding a job or forgetting what they have learnt, will not be there.

Benefits to Educational Institutions

1. Spare faculty and infrastructure of the college will be utilised.
2. Non-pedigree but quality institutions which are not very well known, get branding opportunity by associating with specialised courses.
3. Their students joining reputed companies become their brand ambassadors in the corporate sector.

TMI First - The catalyst in implementing JOJOE Model

TMI First can play a major role in creating, monitoring and managing the Talent Supply Chain by being the sourcing partner for the JOJOE courses. Thanks to its association with a large number of educational institutions, TMI First can identify and arrange to sign-up with educational institutions in select cities

and negotiate with them for a subsidised course fee. With its reach in B and C class cities, TMI First will prove an asset in sourcing the students from there and comprehensively managing the assessment process till offer stage. After setting up the initial infrastructure for JOJOE courses with educational institutions and sourcing the students for the courses, TMI First can build the course brand and collect the feedback on colleges and courses.

TMI First's experiences in JOJOE (under execution)

1. PGPMI – a one year Post Graduate Programme on Management and Insurance- for a leading Insurance company - 1000+ have joined in August 2007 - across 13 locations, 3000+ offers have already been made under the JOJOE Model.
2. "Part time work + Graduation course" model for 1000 + students who have passed 12th std., for a TATA group BPO.
3. 600+ Jawans/Airmen/Sailors have been trained post-retirement, and have joined a leading Insurance company.

Some FAQs about JOJOE

1. Why is such a model needed for entry level sourcing?

With the spurt in demand for talent at entry level, the imbalance between the talent available after generic education and the skills required by corporates is being more acutely felt. JOJOE Model bridges this gap by involving the corporates in designing Post graduate certification courses tailored to their requirements and passing on the cost of the course to the students who are the primary beneficiaries, thus making it economically viable.

2. Why should a student invest in the course?

Because of pre-hire, the student gets a job guarantee at a better position from the corporate compared to what he/she could have secured with their previous qualification. The incremental salary should be enough to payback the investment in two years.

3. What will be duration of the courses ?

Duration of the course will depend on the skills/training requirements of the corporate/industry.

4. Who will impart training for these courses ?

Spare faculty and infrastructure of educational institutions will be used for training. In certain situations, corporates will be involved in training the trainers.

5. How does JOJOE Model establish the 'Talent Supply Chain'?

Corporates will be required to invest only first time in branding the course. Once the first batch of the course joins the corporate, their juniors in colleges will recognise the benefits of the course and 'Talent Supply Chain' will be automatically set up.

(The article is written by **Mr. T.Muralidharan and Ms. Neelima Srivastava**)

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